



**LARAMIE COUNTY  
COMMUNITY COLLEGE**  
**OFFICE OF THE PRESIDENT**  
Dr. Joe Schaffer

## MEMORANDUM

DATE: February 20, 2019

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: FY19 Presidential/Institutional Goals Progress Update

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In the following, I will provide you with a brief update of my efforts and progress on the goals we established for FY18. As I have mentioned in the past, while these goals reside at the level of the President's Office, the hard work and commitment of so many others here on campus made the achievement of these goals a reality. Therefore, I will try to identify those individuals who have contributed significantly to these efforts. I look forward to discussing the progress on these goals in more detail should you have questions or would like additional information.

### 1. Guided Pathways 2.0

FY19 will essentially represent year two of our three-year involvement with Guided Pathways 2.0. Year one (FY18) focused primarily on the first two phases of our work (Phase I - Design and Engagement, Phase II - Planning and Preparation). In year two (FY19) we will roll out Phase III - Implementation. This is where the most people will be involved and where the most difficult work will begin to emerge. I will continue to dedicate my time to this work and will have an increased presence as the work is taking place.

**Progress Update:** Although I know we are just half-way through our three-year transformation under the Guided Pathways initiative, I have to say this may be the most exciting, nerve-wracking, and meaningful work that I have been involved in during my time in higher education. Both what we are doing, and how we are doing it, is truly inspiring. As you likely know and have seen, the institution has engaged the vast majority of our employees in some form or fashion leading our guided pathways work. Each of our nine must-have teams are making sustained progress on their individual work. Yet it is the interaction between these teams and other functions of the College that are garnering us the most traction. We still have a lot to do, and this spring semester really does mark the onset of the most difficult work associated with the Guided Pathways initiative. I have confidence we will accomplish all we have set out to do. You can read more about the updates on the Pathways initiative by logging into [myLCCC](#) and clicking on the Pathways logo.

**Key Contributors:** For the work accomplished thus far, leaders include Judy Hay, Clark Harris, Meghan Kelly, Jonathan Carrier, James Miller, Caitlyn Cox, Melanie Young, Brady Hammond, Adam Keizer, Sarah Hannes, Zac Roehrs, Stephen Crynes, Bryan Wilson, Arshi Nisley, Julie Gerstner, Chad Marley, Janet Webb, Kari Brown-Herbst, Ann Shelby, Jill Koslosky, Zeke Sorenson, Kelly Humphrey, and Josh Thein.

## 2. Building Forward Projects

My hope is that by the completion of next year, we will have some finality and closure on the remaining projects associated with our Building Forward and Campus Master Plan. We know we will be engaging in a final campaign to seek \$6 million of community support, and that the Foundation will be raising an additional \$1 million to match the \$7 million in State appropriation. In addition, we have set a path for the new residence hall, but significant work will be required between now and early spring 2019 to enter into construction. Last, we continue to explore and advance alternative paths for the RAC Remodel, and I will continue to dedicate my time there.

**Progress Update:** I am continually amazed at the progress we have made on our Strategic Goal #4: Campus Transformation. This past fall was a whirlwind of activity and success. As you know we were successful in a mill levy campaign and the voters of Laramie County resoundingly passed a 1 Mill Levy to match the \$7 Million in State appropriations and \$1 Million in private gifts to renovate and expand our Fine Arts building. In addition, through considerable effort, we successfully received funding for our new residence hall through the State's Community College Dormitory Loan program. Both of these projects are on path to begin construction this spring or early summer. It is affirming to be working on this mid-year evaluation the same week that we formally have opened up the newly renovated and expanded Ludden Library.

**Key Contributors:** Rick Johnson, Bill Zink, Nola Rocha, Lisa Trimble, and the LCCC Foundation.

## 3. Strategic Programming Plan

Guided Pathways will help us focus on the programs and services we currently offer. We need to proactively think about which existing programs should be expanded and what new programs should be developed. In collaboration with the Vice President of Academic Affairs and the Dean of Outreach & Workforce Development, I will work to establish a multi-year plan for program expansion and additions that will align with local and state efforts and help grow enrollment.

**Progress Update:** This fall, we presented a draft of the LCCC Strategic Programming Recommendations to the Board of Trustee's Academic and Student Affairs subcommittee. The plan incorporates significant background research, environmental scanning, data and other context to establish a series of recommendations for programs to be expanded, programs to be developed, and programs to be transitioned from non-credit to credit. These programming recommendations align with state-wide initiatives such as ENDOW, local efforts such as Forward Greater Cheyenne, and your interest in growing enrollment at LCCC. I anticipate this plan will come to the Board this spring, and we are currently examining how this fits into our Guided Pathways work.

**Key Contributors:** Maryellen Tast, Rhonda Priest, Jacob Sones, Jill Koslosky, Bryan Wilson, Starla Mason, Daniel Powell, Clark Harris.

## 4. Local, State & National Leadership

To the extent I am able, I would like to continue to take on leadership roles at the state and perhaps national levels. In Wyoming, I will be involved with establishing state-wide strategies for increasing higher education attainment. I will also be contributing to the implementation of ENDOW and Forward Greater Cheyenne Area planning efforts to ensure LCCC is prepared for the impact of these initiatives and also benefit from these initiatives. Nationally, I hope to continue to bring LCCC positive recognition and benefits from our engagement with broader initiatives.

**Progress Update:** I am uncertain how to write this update without it sounding egotistical. But I believe I have continued to provide strong leadership and service in all three of these areas. I continue to take an active role in supporting the efforts of the Forward Greater Cheyenne initiative, including providing staff support for one of the strategy coordinators and teams, as well as serving on the newly formed Forward

Greater Cheyenne Association as a non-voting member. I also have approximately six months left in my term as the President of the community college Presidents' Council and believe I have been contributing substantially to the community college system during my term and this legislative session. Over the course of last summer and this fall I also helped where I am able with the further implementation of the ENDOW effort and have been supporting the state by participating in the WICHE Attainment Task Force and Higher Education Attainment Executive Council. Last, I am serving on the AACC Board of Directors and currently chair AACC's Commission on Small and Rural Colleges.

#### **5. Personal and Team Development**

I will continue to work on my own personal leadership abilities, specifically as they pertain to active and participatory listening with others. I will try to find that balance between actively engaging on campus and ensuring others are empowered to lead in their capacity without my hindrance. Finally, I will work to strengthen my leadership team, the President's Cabinet, by helping the newer members succeed in accomplishing their goals and preparing them for the transition of other members as necessary.

**Progress Update:** I would truly like to say I have made significant progress on this goal but would add that the progress we have made is by happenstance or as a reaction to a variety of circumstances. I have been working harder to ensure I balance my presence on campus, especially through my involvement with the Guided Pathways effort, but will readily admit that trying to accomplish Goal 4 above, along with the responsibilities I have assumed there, still pulls me away from the campus perhaps more than some would like. I do believe we have a strong leadership team, but recent events have also illustrated that the team may be becoming stretched a bit thin and could benefit from further development as well as team building. Although we have at least one, and possibly two transitions in the President's Cabinet this spring, I hope to spend some significant time with the team to further strengthen our cohesion, reinvigorate them with the importance of our work, and help ensure we remain effective and efficient.

Thank you again for the opportunity to lead this institution and to work with such a fine group of trustees, executive leaders, faculty, staff, and students. I will continue to provide 110 percent effort towards the progress and ultimate achievement of these goals and look forward to reporting again on them near the end of the fiscal year.